

Issues in television and social media convergence process

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ABSTRACT

Background: Competition between traditional media and social media in reaching the attention of the audience has become a necessity. The presence of social media has changed the pattern of media use in society in seeking entertainment and information. To anticipate these changes, television must converge with social media. Convergence is believed not only to be able to maintain the existence of television but also to increase the number of audiences. **Purpose:** This study aims to identify and explain the management problem in the process of convergence between social media and television at the IVM (Indosiar Visual Mandiri) television editorial team. **Methods:** This study uses a qualitative approach and a single case study method. The object of the research is the convergence process between social media and television at the IVM television editorial team; the research subjects are informants consisting of the editor-in-chief, news production manager, reporters, and social media managers. The convergence analysis used in this paper was the journalistic convergence model from Pavlik, which looks at the convergence model in newsrooms, newsgathering, and news content. **Results:** This study indicates that the convergence of social media and television at the IVM television editorial team does not occur in the newsroom model and only occurs not routinely in the news gathering model and content model. However, in order to converge with social media, television broadcasting encountered problems from the management side (organizational structure, work system, and technology infrastructure). **Implications:** The convergence of newsrooms between television and social media at IVM can be said to have failed due to the non-integration of social media management with IVM editorial staff. Due to the absence of an integrated social media team within the editorial team, there is a lack of handling of interactivity between social media followers and IVM editors.

Keywords: Convergence; social media; television; newsroom; management

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INTRODUCTION

Convergence seems to be the keyword for traditional media when it comes to digital technology challenges. For traditional media managers, convergence in various aspects is believed to be able to overcome the problems faced due to the presence of new media.

There is an undeniable upheaval in traditional media prompted by the advent of the Internet (Veglis et al., 2016). This disruption extends beyond technological aspects, influencing both the patterns of media consumption by audiences and the business models of media (Peil & Sparviero, 2017). The advent of converged media has greatly influenced how individuals obtain information. Nowadays, individuals prefer accessing information through the most suitable medium for their needs, moving away from traditional sources such as newspapers, radio, and television. Converged media has enabled viewers to customize their information consumption experience (Zhonghua, 2022).

Garcia says there is a gradual abandonment of television by its viewers (García-Avilés et al., 2014). Enli specifically examines the destiny of the linear television broadcasting model, characterized by scheduled programming and a passive audience (Enli & Syvertsen, 2016).

Traditional media encounter significant challenges in achieving convergence, as highlighted by Garcia. The warning is grounded in the observation that a considerable number of media companies in the United States and Europe have initiated the convergence process

(García-Avilés et al., 2014). However, this process is still in its early stages, prompting uncertainties about the future of the media industry. A review of six case studies on the convergence of multiple media outlets in Austria, Germany, and Spain led Garcia to the conclusion that none of the cases demonstrated complete success in cross-media convergence. The convergence observed takes place with various adaptations and models tailored to the specific conditions and circumstances of each media outlet, making it far from an ideal convergence (García-Avilés et al., 2014).

There are many cases of failure in the media convergence process which ultimately lead to the decision to carry out de-convergence (Li, 2018). Likewise, several studies on cross-media convergence in Indonesia also show the conclusion that cross-media convergence is difficult to reach a perfect stage. Even if it happens it is still a trial and error (Pratopo & Kusajibrata, 2018). Research by Pratopo and Kusajibrata shows that Tempo has converged the newsroom by establishing the Tempo Newsroom as the control center for the news production of Koran Tempo, Tempo magazine, and Tempo.co. However, the process of implementing newsroom convergence did not run smoothly and was finally declared a failure. The reason lies not in technological differences between media, but rather in managerial issues, namely media organization and differences in the work culture of different media journalists which are difficult to put together. This causes

no good interaction and cooperation between the media within the Tempo group. So Tempo decided to de-converge and each platform had its editorial team (Asprilla & Maharani, 2019).

The same situation occurs in the convergence process between television and social media at the Indosiar Visual Mandiri (IVM) editorial team. To deal with the changing tastes of audiences who turn to the Internet, IVM editors innovate by converging with social media. Why is that? IVM is a television station with the majority of non-news entertainment content. IVM is entertainment television. The presence of news content receives far less broadcast portion than entertainment content. This condition certainly encourages members of IVM news editors to be stronger in trying to maintain the presence of their content in competition with entertainment content. This is different from news types of television such as Metro TV, TV One, iNews, and Kompas TV, where news is the largest portion of the program, so news will remain a priority to continue to be produced. While IVM only has a small portion of news programs, IVM management can at any time cancel news events when it is felt that they are no longer profitable (Yoedtadi & Hapsari, 2020)

Currently, television is still the main medium for people to seek entertainment and information (Standi et al., 2023). However, anticipation for convergence must be carried out. Convergence with social media is believed to be able to solve the above problems.

Convergence with social media is expected to retain television viewers or attract new viewers who are avid social media. This thinking is in line with the results of the Hootsuite (We are social) survey which states that the average Indonesian uses the Internet for eight hours and 36 minutes in 2022. From that amount of time, the average Indonesian consumes more social media than watching television. The figure stands at three hours and 17 minutes for social media compared to two hours and 50 minutes for television.

But the convergence of television and social media is not easy. The two mediums have different characteristics and communication models. Conventional television tends to be unidirectional and linear. While social media forms a network, multi-directional (interactive) communication, a participatory audience (Villi et al., 2016). In social media, according to Villi, audiences are not only content connoisseurs, but can also become content producers (user-generated content/UGC) and distribute content independently (user-distributed content/UDC). For television broadcasters, these differences in character and communication models require adjustments that are not easy.

Loy illustrates that social media is the next step in the evolution of the Internet because social media is part of Web 2.0 technology (Loy, 2016). Social media according to White and Anderson is a web-based service that allows individuals to articulate a list of friends from users who share with them, view and traverse

lists connected to them, create public or semi-public profiles within a bounded system (White & Anderson, 2014). Kaplan and Hainlein define social media as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and which enable the creation and exchange of content among users or user-generated content. Web 2.0 is a technical platform for the evolution of social media, as it allows online content and applications to be modified by all users, either in a participatory or collaborative manner (Loy, 2016). In its development, the Internet entered the era of Web 2.0. An important feature of Web 2.0 is that the consumer function shifts from a passive subject to an active role in the content creation process. Consumers can turn into content producers and are commonly referred to as prosumers. From professional generated content/PGC changed to user-generated content/UGC. Web 2.0 also provides the possibility for Internet users to interact more freely. In this context, unidirectional and two-way communication is possible between pairs of users, as well as communication between the entire community of a platform service.

Zotto and Lugmayr said that media convergence is an evolutionary process that moves from technological convergence, media industry convergence, audience convergence, and organizational and management convergence (Zotto & Lugmayr, 2016). The impact of convergence affects four levels; technology, industry, audiences, organization,

and management. Therefore, it is clear what Zotto and Lugmayr mean here, to achieve the success of the media convergence process, not only the technological and economic aspects of the media but also aspects of human resource development and related organizations need to be taken into account (Zotto & Lugmayr, 2016). Menke divide convergence into four dimensions, namely the technological dimension, the managerial dimension, the professional dimension, and the content dimension (Menke et al., 2018). From these four aspects Menke place two dimensions related to organization and management, namely managerial and professional. This shows the importance of dimensions related to organizational structure, management as well as competence, and work culture (professionalism) in the media convergence process.

Media convergence also affects the field of journalism. Inevitably, news editors have to converge as a technological demand, due to audience framing and consolidation of media companies. Pavlik divides journalistic convergence occurs in three models: newsroom (organization structure), newsgathering (work process), and content (type of diversity) (Srisaracam, 2019). Newsroom convergence takes place when journalists from different media types collaborate within a unified newsroom operating on an integrated system. Spyridou dan Veglis say that newsroom convergence is not only driven by a technology-driven process but the convergence process by using technological

innovations in organizational settings and work procedures that support the achievement of convergence goals (Spyridou & Veglis, 2016). Thus the organizational structure and management are important, not just the demands of technological change. Newsgathering convergence is evident when journalists in the media attain the capability to manage news production with a diverse set of skills, often referred to as multitasking journalist. They are not just proficient in writing news but also capable of capturing photos or recording videos, subsequently editing them into compelling news content (Stamenković et al., 2018). At this advanced stage of convergence, a journalist is expected to perform tasks for media across different platforms, earning them the title of a super journalist (Spyridou & Veglis, 2016). Content convergence occurs when news is delivered in a multimedia format, incorporating elements such as text, images, audio, video, blogs, podcasts, or slideshows. Presently, news content extends beyond traditional media formats (newspapers, radio, television, and online news) to include content disseminated on social media platforms.

Many television shows today try to integrate the various possibilities offered by the Internet into their shows. Now almost every television show has its own social media platform. Social media allows viewers to chat online and discuss various topics related to the content of the show. For example, audiences now use mobile phones, laptops, and tablets while watching a television

program (Borgomastro, 2016). This activity is called media multitasking. Multitasking media activities allow users to engage in multimedia activities using multiple screens on one media platform or with multiple media devices while watching television (Shin et al., 2016). A study conducted by Hermida revealed that the use of social media by news editors will provide several advantages, including as a source of news and reporting ideas (gathering the news), the process of reporting the news (reporting the news), and promoting the news (recommending the news). Social media can reach a wider audience to watch the news (Etter et al., 2019). News content disseminated through social media can add personal credibility because it is distributed or recommended by friends or family who are members of a network. The function of social media is to become a kind of personal filter (Tandoc et al., 2020). News selection does not solely rely on the professional judgment of news organizations or journalists (Yoedtadi, 2019). The interaction and participation of viewers on television media using social media or certain applications is the convergence of television and social media, which is then referred to as Social TV. Es describes Social TV convergence as “the latest articulation of television’s promise of interactivity, whereby viewers are led to expect that they will become an active part of live television programming through real-time interactions facilitated by social media” (Es, 2016). While Highfield says that viewers’ activities on social media do not need to be

directed by broadcasters, audiences can create their hashtags and communities without being asked by television managers (Highfield, 2017). The presence of actors, writers, and directors on social media will encourage further interaction, especially if they actively use their accounts to promote and engage with their shows during broadcasts (Guo, 2018).

Previous research using journalistic convergence analysis has been carried out. However, previous research has focused more on the convergence between newspapers and online media. Khadziq study also employs newsroom, newsgathering, and content convergence to examine the type of convergence evident in Tribune Yogya (Khadziq, 2016). Pratopo examines the convergence of the Solo Pos newspaper with online media (Pratopo & Kusajibrata, 2018). Research by Lestari analyze the convergence continuum of the mass media Riau Pos on the five Continuum Convergence processes published by Daily, Demo, Spillman (Lestari et al., 2023). Meanwhile, Ningrum entitled Cirebon Radio: Adaptation of Local Broadcasting Journalism in the Era of Convergence examines the convergence of local radio media with online media (Ningrum & Adiprasetio, 2021).

Compared to previous research, which examined the convergence of newspapers with social media, radio and social media, this paper has the novelty of examining the convergence process between television and social media. This paper focuses on organizational

and editorial management aspects in the convergence process of television and social media at the IVM editorial team. This study uses the journalistic convergence model formulated by Pavlik. According to Pavlik that journalistic convergence occurs in three models: newsroom (organizational structure), newsgathering (news production), and content (type of content diversity) (Srisaracam, 2019).

This paper contribute a new understanding of cross-media convergence. Convergence studies that have been conducted so far have only examined the convergence between traditional media (newspapers, radio, and television) or the convergence of traditional media and online news media. This paper conducted a new study by examining the convergence of new media (social media) with traditional media (television). From a theoretical point of view, the two media have very different characters. The characteristics of fast-paced social media, interactive/participatory audiences, and communication that form networks, are certainly different from television, which is a one-way, scheduled, and non-interactive communication medium.

RESEARCH METHOD

This paper used a qualitative approach. Hamzah explains that qualitative research is one of the research procedures that produces descriptive data in the form of speech or writing and the behavior of people who are observed in a particular context that is studied from a

complete, comprehensive, and holistic point of view (Hamzah, 2019). Thus, this paper used a qualitative approach following the purpose of the study to obtain data on the work process or the development of an activity, namely data on the convergence process of television with social media in the IVM editorial team.

Creswell asserted that qualitative research is a method for delving into and comprehending the significance of individuals or groups regarded as social or human problems (Creswell, 2018). The decision to employ a qualitative approach is rooted in the consideration that this research aims to comprehend human behavior and experiences, describing the authenticity of symptoms or phenomena without hypothesis testing. Hence, the research opts for a qualitative approach to explore rather than to test hypotheses. The research method chosen in this paper was a case study. According to Neuman, case study research examines the various characteristics of a few cases (Neuman, 2017). These cases can be individuals, groups, organizations, movements, events, or geographic units. This paper examines the organization or institution, namely the IVM news-editorial organization in the process of convergence of social media with television. Yin classifies case studies into four types of design, namely single case design (holistic), single case design (embedded), multi case design (holistic), and multi case design (embedded) (Yin, 2018).

This study employs a singular case study framework, focusing on a holistic unit of

analysis. The specific case under investigation is the convergence of television and social media, with the singular unit of analysis being IVM.

According to Abdussamad, research subjects were individuals who were used to provide information about the situation and background conditions (place and location) of a study (Abdussamad, 2021). In this paper, the research subjects were determined using purposive sampling, based on the standards determined by the researchers according to the research objectives (Kriyantono, 2020). The standards were determined based on the estimated capacity of the experience and knowledge of the individual of research on matters related to the research focus in order to provide the required information.

The subjects of this paper were the stakeholders in the IVM news editor who are involved in making the convergence policy and also the editorial members who are involved in implementing the convergence process, namely editor in chief (informant 1), news production manager (informant 2), social media manager (informant 3), and reporters (informant 4). To obtain a comparative analysis, researchers interviewed Wicaksana (@ndorokakung), an independent communications and social media consultant. The object or phenomenon of this research is the convergence of social media and television at the IVM editorial organization.

The method of data collection was carried out by in-depth interviews, observation, and documentation. The data analysis technique

used in this paper is the data analysis technique model of Miles and Huberman. According to Miles and Huberman, this analytical technique consists of three stages, namely data reduction, data display, and drawing and verifying conclusions (Miles et al., 2018). Examination of the validity of the data in this paper was carried out in four criteria: Credibility (internal validity), Transferability (external validity), Dependability (reliability), and Confirmability (objectivity) (Sumrin & Gupta, 2021).

RESULTS AND DISCUSSION

In order to anticipate changes in audience tastes in seeking information, from television to the Internet, IVM's editors have changed their news production strategy by converging with social media. Convergence with social media has been carried out since 2016. IVM editors believe that with social media, they can reach viewers on the Internet. They expect that with social media, their news is not only seen on television but also seen on social media. Another reason for convergence with social media must be done by IVM editors because the level of competition is increasingly fierce in reaching the attention of the audience due to the presence of social media. According to research informants, social media gives audiences the freedom to become content creators on the Internet. They become a new competitor for television.

“We are increasingly aware that outside television broadcasting, there are many content producers who use the Internet to

create content. And we also see statistical data, especially in the west, for example in America, TV audiences are starting to fall. Well, indeed, Indonesia's TV audience doesn't drop, so even though the Internet is also starting to grow rapidly, TV viewers are still there, so it's a bit different from out there. But we believe that one day people will watch less TV, so inevitably we have to start making changes in the way we work as well. In the past, we only relied on television and then had direct contact with the audience, but we also had to improve our appearance on the Internet. Because if not, we will only rely on the audience on television. While the audience on the Internet is also a lot.” (Interview with informant 1)

IVM concedes that integrating with social media may not significantly impact television ratings. Nevertheless, IVM has positioned itself for potential changes where television program performance is evaluated not only based on ratings but also on factors such as the number of viewers, followers, and engagement on social media. Social media serves the dual purpose of promoting news and serving as an online news outlet for IVM, utilizing platforms like Instagram, Facebook, YouTube, X (Twitter), and TikTok. It's worth noting that these social media accounts belong to IVM as official channels, distinct from any specialized accounts owned by the IVM editorial team. The editorial team doesn't possess individual accounts but contributes to the collective efforts on the official IVM account.

Regrettably, the management of all IVM social media accounts falls under the purview of PT VIP, a subsidiary of PT Surya Citra Media Tbk (SCM), which also acts as the holding company

for PT IVM. PT VIP, specializing in digital content production, web series, and branded content, oversees social media management for SCM's subsidiaries, including IVM. The decision to centralize social media management under VIP is driven by considerations of cost efficiency and human resource savings. However, aside from efficiency concerns, the distinct social media management model causes challenges in the convergence process. Notably, coordination and cooperation between the VIP social media team and the IVM editorial team encounter difficulties, as acknowledged by a research informant responsible for social media management. The separate organizational structures impede smooth communication and coordination.

“Indeed, we need a forum to sit down together to discuss the development and use of social media. The synergy. In my opinion, it is not the coordination but more about the synergy between personnel. Interaction with each other is not optimal. It's more about communication and synergies that need to be improved.” (interview with informant 2)

The configuration of newsroom convergence within the Indosiar editorial board, characterized by its division into two distinct companies with a lack of integration in the newsroom, is essentially reflective of a newsroom convergence model observed in various European media outlets (Bosio, 2017). This model involves coordinating isolated platforms. As highlighted by Garcia and Aviles, this particular convergence model represents one of the earliest forms of newsroom convergence

and encountered numerous challenges during its development phase. The obstacles stem from inadequately structured motives and plans for convergence (García-Avilés et al., 2014).

The situation that occurred at IVM, where social media was managed separately by other companies, caused the newsroom convergence process to face obstacles. A further impact of the non-occurrence of newsroom convergence is the difficulty of the newsgathering convergence process. The collaboration between the VIP social media team and the IVM editorial team in producing content cannot be done on a daily basis. Cooperation and synergies in the convergence process only occur in special event coverage projects. Among others, *Mudik Asyik*, *Pesta Rakyat*, and *Piala Presiden*.

Figure 1 shows Instagram content @indosiar resulting from collaboration between the television coverage team and the social media content team on a special television event. *Mudik Asyik* was a special program for news about the Eid homecoming. *Pesta Rakyat* was a special event for reporting on the 2019 General Election. *Piala Presiden* was a special event for reporting on the 2018 President's Cup.

During these special projects (*Mudik Asyik*, *Pesta Rakyat*, *Piala Presiden*), IVM editors and the VIP social media team can collaborate in a more structured and coordinated fashion, achieving effective synergy between the two mediums. However, this cooperative dynamic faces challenges in the context of daily news reporting activities. The VIP social media team



Source: Instagram @indosiar (2023)

Figure 1 Mudik Asyik; Pesta Rakyat; Piala Presiden

appears to struggle to grasp the IVM editorial team's urgency to promptly share news on social media, making it challenging to implement the principle of online first.

"We can work together if there is a big event project, which is difficult to do every day. With social media handled by VIPs, different companies, different bosses, moreover, they don't understand the news, we know about the content. We finally proposed, for example, something happened, they posted a snippet of IVM news, unfortunately, it was late. Yesterday, news was trending, but CNN posted it first. It should be with the same material. We can also go up first even though IVM's social media subscribers are bigger than CNN. Ultimately, IVM's branding as a news program is often late." (Interview with informant 3)

Due to the absence of an integrated social media team within the editorial team, there is a lack of handling of interactivity between social media followers and IVM editors. Neither the VIP social media team nor the IVM editorial team has prepared personnel to handle interactivity on social media. However, it is acknowledged that feedback in the form of comments from followers on social media is often used as input by the editorial team.

"There is no (interactivity) at all. So what we have is only using social media for the benefit of how to increase the rating. Oh, there's a lot of people talk about this (social media followers), so let's play with it." (Interview with informant 3)

As per Barger, a point often overlooked by social media content managers is the distinction between social media and traditional media (Plowman & Wilson, 2018). Managing social media extends beyond producing and distributing digital content; it involves building networks and overseeing interactive conversations within them. From the researcher's perspective, handling interactivity on social media may pose challenges for Indosiar's editorial team, particularly since they lack a dedicated social media team integrated into the editorial structure. Robinson, in his article titled "The Audience in the Mind's Eye: How Journalists Imagine Their Readers," notes that journalists exhibit reluctance to engage with news audiences on social media due to a desire to avoid uncomfortable conversations (Robinson, 2019). Nelson study explains that interactions with audiences on social media often elicit anger, instilling fear in journalists (Nelson, 2018). The criticism and comments from the audience on social media are described as notably harsh. Nelson's study concludes that journalists, apprehensive about social media interactions on platforms like Facebook and X (Twitter), opt for communication via email. Consequently, journalists prefer receiving criticism from colleagues or recognized professionals rather than engaging directly with

their audience.

From the observations, the researcher concludes that television journalists have no problems in producing social media content because they are used to creating content for personal social media accounts. Moreover, the format of social media content, especially Instagram, Facebook, and YouTube, is similar to television content. According to one informant, the workload of creating two types of content (television and social media) is still possible considering that the duration of news programs on IVM is not too long. IVM only has 3.5 hours per day of news program duration. So that on the sidelines of working on television coverage, reporters can still create content for social media.

“In my opinion, it’s not too many hours of work. Because we’re entertainment TV, right? The hours of live reporting are also not too many, so it doesn’t matter.” (Interview with informant 4).

The problem with newsroom convergence does not only have an impact on newsgathering convergence but also has an impact on the content convergence process. Due to the separate organization between the IVM team and the VIP social media team, the content production technology infrastructure has not been unified. Television production infrastructure cannot easily produce content for social media. Turning it into an infrastructure capable of producing television content and social media is not easy because it requires very expensive costs to replace the new infrastructure. Due to the limitations of technology infrastructure

in the newsroom, television content cannot be uploaded directly to social media, nor can social media content be broadcast directly on television.

“Investment in television news production systems is very expensive. The license is also expensive. To change to an open one with social media costs are not cheap. in the end, the television had to change its system.” (Interview with informant 1)

Advanced technology is an important element for the existence of the television medium in the digital era (Bailey, 2019). Digital technology is an important factor for the progress of television. Mainly in the convergence process with other media (Sjuchro et al., 2023). Due to the limitations of this technology, IVM has not been able to automatically produce content for various types of platforms. It takes time to turn television content into social media content, and vice versa.

Referring to Pavlik who divides journalistic media convergence into three models: newsroom convergence, newsgathering convergence, and content convergence, social media convergence at the IVM editorial team can be said to have not been successful in the newsroom convergence model, and not yet perfect in newsgathering and content convergence (Srisaracam, 2019).

So far, the convergence of newsrooms between television and social media at IVM can be said to have failed due to the non-integration of social media management with IVM editorial staff. IVM editors do not have their social media accounts but are incorporated into the official accounts of IVM television stations. In these

accounts, there are not only news programs, but also other entertainment programs. So IVM editors have to share with other programs.

Contrastingly, the approach to social media management on television within the MNC Group diverges. In this context, news editors affiliated with the MNC Group, encompassing RCTI, MNC, GTV, and iNews, possess individual social media accounts. These accounts are overseen by a dedicated social media team integrated into the television editorial team (Yoedtadi & Hapsari, 2020). This structure allows for more flexible and unrestricted management and development processes. Furthermore, IVM's social media accounts are managed by a separate business entity from IVM, although they are still under the same parent (PT SCM). This condition certainly brings its advantages and disadvantages. The advantage is efficiency in terms of costs and the number of human resources. However, the disadvantage is that they cannot freely manage and develop their social media. Not to mention the added problems of coordination and cooperation that are not well-developed between IVM editors and the VIP team. Whereas newsroom convergence demands neatly integrated management. Menke place two important dimensions in the process of cross-media convergence, namely organization, and management (Menke et al., 2018). This shows the importance of dimensions related to organizational structure, management as well as competence, and professionalism.

Certainly, there is a keen interest within IVM to establish its individual presence on social media, overseen by an editorial entity. However, as per a research source, actualizing this aspiration proves challenging due to the overarching social media policies controlled by the higher authority, namely the SCM management. The SCM Group's extensive involvement across various media sectors has led to the amalgamation of diverse business types under cohesive business groups, such as television broadcasting, digital content, online portal, and others. The desire is to enable each program to have its distinct social media platform. Ideally, every product should have the opportunity to have its own social media presence, regardless of the potential follower count. Nevertheless, recognizing that the company's circumstances and policies may not always align with these ideals, practical implementation remains a complex task.

Ideally, television and social media build a single newsroom. Single organizational structure. A single newsroom facilitates collaboration, division of tasks, and responsibilities. As stated by Aviles, Kaltenbrunner and Meier, one of the successes of cross-media convergence is the formation of a single newsroom (Avilés et al., 2016).

According to the researcher's view, the problem of coordination between social media and television teams in the newsroom can be overcome when media organizations appoint a social media manager and form a social media

team that is attached to the editorial team. As Bosio said, a single newsroom must be assigned a social media manager who has the authority to develop social media (Bosio, 2017).

The shortcomings evident in the IVM editorial team include the lack of a dedicated department or team specifically designated for the production of converged content, as well as the absence of a specialized manager responsible for overseeing the development of social media convergence. Having managers and social media teams integrated with the editorial is essential to effectively supervise the success of the convergence process.

Bosio emphasizes the significance of assigning managers and establishing a social media team integrated into the editorial framework (Bosio, 2017). These individuals share duties and responsibilities similar to producers, playing a pivotal role in deciding suitable content, editorial approaches, and promotional strategies on social media.

Social media managers are tasked with facilitating the utilization of various social media accounts across multiple platforms. They play a crucial role in determining the platforms to be used, their intended purposes, the strategic development of content on each platform, and guiding other personnel within the organization on how to engage with social media on both personal and professional accounts .

In addition, good newsroom convergence requires a single newsroom among media partners. According to findings from a study

conducted by Indrati, exploring convergence in Media Groups (Metro TV, Media Indonesia, and Medco.Id), the strategy involves establishing a unified newsroom that consolidates the three media editors under a single editorial organization and management. The convergence efforts within Media Group extend beyond organizational and managerial considerations to encompass technological aspects. The group invests in a technology infrastructure designed to streamline the production of news content for diverse media platforms (Indrati et al., 2018).

Substituting technology poses a novel challenge, primarily due to the substantial expenses involved. Research participants acknowledged that investing in television entails significant costs for constructing studios and upgrading all news production systems, making the replacement with newer technology a costly endeavor. This is consistent with Pavlik conclusion that adopting innovations can pose a dilemma for incumbent news media organizations, as the cost of investing in new technology for incumbents may be higher than for new entrants (Srisaracam, 2019). Newcomers don't have the burden of outdated technology, while incumbents invest twice.

Beyond the disparity in content models between television news and social media, the IVM editorial team encounters constraints in the content-sharing process due to an incompatible technology infrastructure for facilitating such sharing. The news production technology at IVM operates as a closed system, creating challenges

for the seamless and swift broadcasting of social media content on television. Addressing this technological disparity is crucial for IVM to optimize the convergence of content sharing between social media and television. To achieve this, IVM needs to consider changing its technology infrastructure, specifically adopting systems with multimedia production automation features. Veglis highlight that media companies implementing cross-media convergence often grapple with challenges related to automation technology in the production of multimedia content (Veglis et al., 2016).

Next is the analysis of the newsgathering convergence model. Up to now, the integration of newsgathering at IVM has not transitioned into a regular practice; instead, it is limited to specific projects. Collaboration and coordination between IVM editors and the VIP social media team are exclusively reserved for special occasions. This indicates that the newsgathering convergence model is not fully established and remains incomplete, existing only in a partial state. In his study, Khadzig refers to this model as partial convergence or project-based convergence. Partial convergence refers to an incomplete or not fully unified form of convergence. In simpler terms, the collaborative and synergistic pattern that emerges is not yet a regular or established occurrence (Khadziq, 2016).

One of the reasons for the not yet-optimal convergence of newsgathering is the non-occurrence of newsroom convergence. Garcia

and Aviles emphasize the importance of newsroom convergence as part of convergence management (García-Avilés et al., 2014). This significantly impacts the implementation of media journalism, specifically in terms of newsgathering convergence, and the caliber of its outputs, including content convergence.

Unfortunately, in the convergence of social media at IVM, the elements of participation and interaction of social media audiences have not been managed. From the explanations of research informants, so far, the IVM editors have not actively managed the participation and interactivity of social media audiences. Conversations on social media are only used as input if they are in accordance with the development of program ideas. This according to Bosio is often not realized by content managers on social media. Social media is different from traditional media. Managing social media is not only about producing and distributing content in digital format but more than that is forming a network and managing interactive activities in it (Bosio, 2017).

Wicaksana (@ndorokakung), an independent communications and social media consultant, believes that the problem faced by IVM in converging television with social media is a classic problem. The fundamental issue is the lack of understanding of conventional media editors on social media and the character of social media audiences.

“Understanding the character of social media is one problem. Another problem is the failure of conventional media

editorial staff to understand the character of audiences on social media.” (Interview with Wicaksana)

Similar to Wicaksana, Gagnon underscores the significance of having skilled human resources in the realm of digital media (Gagnon, 2015). Gagnon emphasizes the necessity of recruiting new journalists who possess expertise in using social media as a tool for news production. These individuals, termed tech-savvy journalists, are characterized by their familiarity and proficiency in employing social media and various digital communication applications.

In the era of social media, the factors of interactivity and audience involvement are very important to take into account for conventional media (Schröder, 2019). Even though the trend of combining television and social media has become a trend on television. The trend of people using the first screen (television) and the second screen (social media) to enjoy entertainment and search for information has become frequent (Wilson, 2016). The involvement and engagement of social media users become crucial elements when implementing the Social TV concept (Van, 2016). Without effectively managing these two components, it would be inaccurate to assert that IVM is operating as a Social TV.

CONCLUSION

Television broadcasters in Indonesia have realized a change in the pattern of media use in society, the habit of seeking entertainment

and information through television, moving to social media. The digital era allows audiences to consume news anytime, anywhere, and through many mediums, including social media. Therefore, television broadcasters need to prepare new audiences on social media. One of the efforts made in order to reach new audiences is by converging with social media. Television broadcasters hope that by converging with social media they will get benefits in the speed of delivery of information as well as the expansion of the spread as well as allowing two-way interaction and communication with the audience, as well as getting instant feedback as to material for evaluation and improvement of broadcast content quality. However, in order to converge with social media, television broadcasting encountered problems from the management side (organizational structure, work system, and technology infrastructure). Success in conducting newsroom convergence is a prerequisite. The inability to achieve success in the newsroom convergence process leads to a breakdown in the chain of news production processes. Failure to do newsroom convergence causes problems in the convergence of newsgathering and content convergence. In an ideal scenario, television and social media would collaborate within a unified newsroom, featuring a single organizational structure. Such cohesion in the newsroom facilitates seamless collaboration, task division, and accountability. The researcher suggests that addressing coordination challenges between social media

and television teams is achievable by appointing a social media manager and establishing a dedicated social media team integrated into the editorial team. The identified shortcomings in the IVM editorial team include the absence of a designated department or team focused on producing converged content, along with the lack of a specialized manager responsible for overseeing the development of social media convergence. Integrating managers and social media teams into the editorial structure is crucial for effectively supervising the success of the convergence process

Moreover, in practice, the primary source of revenue for television remains advertising, constituting the largest share. At present, the earnings from monetizing social media content are not proportionate to the income generated through television advertising. This stands in contrast to the predicament faced by newspapers, magazines, and radio, which are grappling with a decline in advertising revenues. Unlike these mediums, television advertising revenues exhibit relative stability. Given the substantial contribution of television advertising to overall revenue, it is reasonable for IVM to adhere to the conventional business model. The income derived from social media monetization is still significantly lower than that from television advertising. In summary, the impact on editorial policies regarding convergence becomes apparent when the market conditions shift and necessitate the adoption of new business models. Conversely, if the market dynamics

and business model remain unchanged, editorial policies on convergence are likely to persist or even result in de-convergence. This appears to be the case at IVM, where the observation is that the market situation and the prevailing television business model have seen limited alterations, primarily revolving around the sale of ratings for advertising purposes. Consequently, there is a lack of enthusiasm for comprehensive convergence. In fact, from the researcher's perspective, the editorial team at IVM appears indifferent to the ongoing process of convergence with social media.

Author Contributions

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